



PRESIDENT'S Message

The Nova Scotia Dietetic Association Fall Retreat for 2010 was inspiring. Board development was the focus. Lindsay MacIsaac, a Mount Saint Vincent University dietetic intern, developed a **board assessment tool in the Spring of 2010 to gather board members' opinions of current board operations, identify areas of strength, as well as gaps between current practice and best practices outlined in the literature.** To increase board effectiveness, Lindsay made recommendations with regards to role clarity, strategic planning, board meetings, recruitment, risk management, board education and development, and board assessment. The Board is committed to moving forward with her recommendations and developed the first of our education modules.



Communication is so vital to ensure equal and effective exchange of ideas and opinions. The exchange can be further challenged when many of our board members participate from across the province. We took it a step further and completed a full spectrum of Myers Briggs testing. **It wasn't about just knowing our preferred "label" but how we can be fully engaged in meaningful conversation about issues that are important to each other and all members of NSDA in a respectful diverse way.** Michelle Sutherland of Creative Tides Consulting, our facilitator, was an excellent resource to engage us in meaningful dialogue.

Saturday morning ...

The morning was a mixture of joy, hope, and love as Shelley (member at large) and

Adam shared the news of their Friday night engagement. We were so happy for them and to be able to share their vision for their life together was wonderful. **It wasn't even 8 a.m.! The beginnings of a great day...**

The morning was spent in the classroom of Governance 101 (see page 4). We then challenged ourselves to translate our newly acquired knowledge to engage in a meaningful discussion about whether the Board should or should not remain an operational board (status quo) or move toward a governance board (future). ...2

"I've never been at a session where participants were so engaged... and got engaged!"

***Michelle Sutherland
Creative Tides Consulting***

"Great things really do happen at Oak Island...."

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PRESIDENT'S MESSAGE *(continued...)*

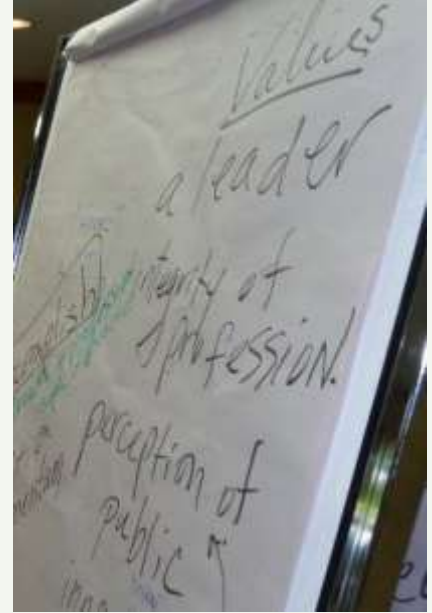
"It is unanimous!"

It was unanimous! I gathered some powerful words that became common language among the board members as we voiced our concerns, facts, opinions and hopes. Using

the governance model as our guide; the board's next step is to develop a vision and mission, articulate values, set strategic direction, and develop a board charter.

Through our time together, we rewarded ourselves with **marbles whenever we had a positive discussion, an 'ah hah' moment, a great idea, or a supportive gesture to acknowledge each other -- yes, the jar was full!** I encourage every member to stay connected to the Association through the website, the executive manager, and of course the newsletter.

"That deserves some marbles!"



Darlene Bogers



Please email NSDA if your employment or home contact information changes. As we rely on technology to communicate with you, it is especially important that your email address is current.

nsda@ns.alliantzinc.ca

EXECUTIVE MANAGER'S MESSAGE

Reflective Practice and Self-Regulation



At the NSDA board's annual fall retreat, board members engaged in reflective practice when they reflected on the results of their self-assessment survey, compared current and past processes with best practices, identified learning needs, and engaged in formal learning. As a result of the reflection and learning, a decision was made to adopt a board governance model and immediately incorporate some best practices into board meeting agendas. This process is commonly known as *reflective practice*: to reflect on experience, draw lessons from reflection, identify learning needs, and integrate the learning into practice. To complete the cycle, ongoing monitoring and evaluation will be incorporated onto board policy.

Health profession colleges commonly implement formal requirements for registrants to provide evidence of reflective practice (Mann, 2009). Reflective practice is part of our annual continuing competency program (CDT), as well. We reflect on professional competencies in

*"Reflective capacity is regarded by many as an essential characteristic for **professional competence.**"*

(Mann, 2009)

relation to our practice to determine learning needs. Reflective practice is truly a *self-regulating process*. Recognizing and reflecting on practice issues helps us to identify where we need to focus to maintain or enhance competency. The professional or organization that engages in self-monitoring and makes changes to improve practice is self-regulating.

Jennifer Garus

Mann, K. et al. (2009). Reflection and reflective practice in health professions education: a systematic review. *Adv in Health Sci Educ.* 14:595-621.

Members are welcome to attend board meetings at the NSDA office. The next meeting is scheduled for November 10 at 4 p.m. Subsequent meeting dates are posted on the NSDA website.



Board Governance

To date, the NSDA board of directors has functioned as an operational board. In this type of governance model, the board is directly involved in the development and implementation of programs. In contrast, within a governance model, the board determines the **organization's mission, monitors what the organization achieves and how this is done, is legally and morally responsible for the organization, and has one staff member (in NSDA's case, the executive manager)**. Although the executive manager is currently responsible for the **day-to-day operations of the organization, the volunteer board's time is used to make operational decisions rather than for providing true strategic direction and oversight. In a governance model, the board's focus is their legal authority and responsibility** as defined in governance documents (act, regulations, bylaws, policies) and they are better able to devote time to their leadership role.

In a governance model, the roles and responsibilities of the board and staff are defined. For example, in relation to financial management, the board would establish financial policies, approve an annual budget, appoint the auditor, monitor financial performance throughout the year, accept audited statements, and ensure that any issues in the **auditor's letter are addressed. Staff would prepare the budget, manage the organization** within resources, and provide information to the board to ensure board policy is upheld, support the external auditor with access to information, and act on recommendations of **the auditor's letter.**

A board has a fiduciary responsibility. Fiduciary refers to

- the duty of diligence (act reasonably and prudently, act in the best interests of the organization, anticipate consequences of decisions, and risk management)
- the duty of loyalty (avoid conflict of interest, maintain confidentiality, and exercise independent judgment)
- and the duty of obedience (comply with laws and regulations, **respect board bylaws, and follow organization's policies**).

Despite the model (operational verses governance), a board's responsibilities remain the same, such as fiduciary responsibilities, ensuring the board understands its role, financial health, risk management, human resource oversight, strategic planning, **implementing methods to monitor the organization's performance, communicating with stakeholders, succession planning, and ensuring board effectiveness and efficiency.**

Governance is the authority over and responsibility for an organization (what it does and how it does it). Governing is controlling and directing the making and administration of policy and to exert a determining or guiding influence in or over."

Anglehart (2010)

2010 Board Retreat

Promoting a Culture of Enquiry at Board Meetings

The board's self-assessment survey prompted the interest in strengthening a culture of enquiry at board meetings. Board culture influences how board members work together and the effectiveness of the board. Michelle Sutherland, with Creative Tides Consulting, led a Myers-Briggs Type Indicator (MBTI) workshop. The desired outcome of the session was to foster engagement, an atmosphere of trust and respect, improve the quality of discussions, **promote constructive debate, and fully benefit from board members' perspectives and experiences.** The board was proactive in setting out to promote a culture of enquiry at board meetings realizing that the organization is in a time of transition.



Left to right: Stacey Lake, Lisa Sutherland and Lisa Slauenwhite



Left to right: Kimberly London, Patti Simpson and Jennifer Garus



Left to right: Darlene Bogers, Shelley Leblanc, Deborah Everett and Heather Dillon

*Membership Update**

Full licensed members: 477

Temporary members: 18

New Members:

Cynthia Watt (7/10)

Lindsay Stewart (7/10)

Erin Croke (7/10)

Anne-Marie Skillen (7/10)

Deanne Ortman (7/10)

Bridget Whebby (7/10)

Sarah Wilson (7/10)

Kristin Currie (7/10)

Jessi Fillmore (7/10)

Shelley Baccardax (7/10)

Melissa Deveau (8/10)

Candace Weaver (10/10)

Heather Parsons (10/10)

Erin Kelly (10/10)

Catherine Myette (10/10)

Susie Rocca (10/10)

Temporary Members:

Krystle Oickle (7/10)

Liesel Carlsson (7/10)

Ellen Murphy (8/10)

Julia Reddy (8/10)

Anna Cao (8/10)

Jessica Atkinson (9/10)

Luke Corey (9/10)

Deborah Bruhier (9/10)

Jessica Suraci (9/10)

Heather Cluny (9/10)

Resignations:

Jennifer Brenton (7/10)

Andrea Illyas (7/10)

Bridget Whebby (9/10)

Pamela Hatton (9/10)

*** This update reflects membership as of October 30, 2010.**

Canadian Dietetic Registration Examination Spring Exam

Date: Saturday, May 14, 2011

Application Deadline for Temporary Membership:
March 18, 2011

Location: Mount Saint Vincent University



2010 Quality Assurance Audit

The Quality Assurance Committee recently completed the fifth annual audit of members' Continuing Development Self-Directed Learning Tools (CDTs). Depending on audit results, members received individualized feedback; notifications were *not* sent to members with satisfactory audit results.

The most common audit finding was that goals were written as job tasks or business plans rather than goals to increase knowledge or skill in a specific area. When goals are written as job tasks, evaluations do not show evidence that activities had an impact on practice or competence. Learning should increase knowledge or skill in a specific area and have an impact on practice.

Job Tasks:	Competency Goals:
To increase the number of presentations I deliver.	To improve my presentation skills.
To revise my department's policy manual.	To update my policy-writing skills.
<p>To meet a job task goal, one must complete the job task to reach the goal. To meet a competency goal, one must engage in a learning activity to reach the goal.</p>	

Another audit finding was that goals were too broad or not written in a specific, clear or understandable manner. It is difficult to achieve and measure goals that are too broad; there will be no clear outcome, and it will be difficult to evaluate an impact on practice.

Of the 119 audits completed, 59 (50%) had satisfactory results and 60 (50%) members **were sent individualized feedback. Nineteen members' audits were classified as "referral review" and will be flagged and reviewed according to policy IX-40 in April 2011.** A referral review was warranted if the CDT was not completed in entirety and if there was no documentation of the impact of learning on competency and practice.

If you would like to discuss your audit result, please contact Jennifer Garus at (902) 835-0253.

"Continuous learning is not about continually taking courses. It's about developing skills in reflection and enquiry.
"

Carter McNamara, MBA, PhD.

2010 Quality Assurance Audit *(continued...)*

Policy: IX- 40

Policy: Members who require monitoring based on unsatisfactory CDT submissions will require follow up action to ensure compliance to the competency program. Upon review of the supporting documentation of competence activities, the QA Committee may use discretion to require members to participate in mentoring activities, workshops, or complete modules to ensure compliance to the competency program.

Summary of Procedure: Members submitting unsatisfactory CDT's will be notified by registered mail. The next CDT submission will be reviewed within one month of the renewal deadline. If the submission is unsatisfactory, based on audit criteria, the member will receive specific feedback and will be asked to provide supporting documentation of competency activities and re-submit their competency plan for the current year. The following year's submission will be flagged for review.

To practice under a name that is not on the NSDA register, please send a copy of certificate of name change (e.g. marriage certificate) to NSDA. A new license card will be mailed to you.



Receipts for the 2010/11 registration fee were mailed to members in the spring. If you require a duplicate receipt, please contact NSDA.

Nova Scotia Dietetic Association

212-1496 Bedford Highway

Bedford, NS B4A 1E5

Phone: (902) 835-0253

Fax: (902) 835-0523

nsda@ns.aliantzinc.ca

www.nsdassoc.ca

Meet the 2010-2011 Board of Directors



2010-2011 NSDA Board of Directors (left to right): Shelley Leblanc, Kimberly London, Patti Simpson, Darlene Bogers, Deborah Everett, Heather Dillon, Stacey Lake, Lisa Slauenwhite, Lisa Sutherland, Jennifer Garus. Absent: Jennifer Hutchinson and Cathy Lockerbie-Forrester.

PRESIDENT (2010-2012) - Darlene Bogers

Darlene brings a diverse dietetic background to her role as president of the NSDA. Her practice has included working as a certified nutrition support dietitian; director of clinical nutrition and food service for long term care; and endocrinology research coordinator and human resource manager. In her current role, she is a continuing care coordinator with South Shore District Health Authority. She completed her Bachelor of Science in Human Ecology with a co-op option at Mount Saint Vincent University with work terms at Beaver Foods, Dartmouth General Hospital, Ocean View Manor, and St. Martha's Hospital. She completed a Masters in Education from Memorial University, Newfoundland. Darlene has held NSDA board positions as secretary (1996-1997) and president-elect (2008-2010). **This is Darlene's third term on the NSDA board.**

PRESIDENT-ELECT (2010-2012) - Patti Simpson

Since 1981, Patti has practiced as a dietitian in clinical and administrative settings in several provinces in Canada and has held leadership positions in DC and provincial dietetic associations. She is currently employed as district director of Food and Nutrition Services for the Southwest Nova District Health Authority. In this position, she is responsible for **managing the District's programs and services for food service, clinical nutrition and diabetes education**. She was appointed adjunct professor at Acadia University in November 2009. Patti has completed a Masters of Adult Education at St. Francis Xavier University, a Bachelor of Science in Home Economics at Acadia University, and a CDA Integrated Dietetic Internship at the Royal Jubilee Hospital in Victoria, British Columbia. Patti brings significant board experience to NSDA as past chair, NSDA board of directors (1999-2002), past chair-elect, NSDA board of directors (1996-1997), regional director, Atlantic, DC board of directors and NSDA representative on the CDA/DC Transition Team. In 2003, Patti was awarded the DC Peer Recognition Volunteer Award.

PAST-PRESIDENT (2010-2012) - JENNIFER HUTCHINSON

Jennifer has recently completed a Masters of Education (Studies in Life Long Learning) from Mount Saint Vincent University (MSVU), is a graduate from MSVU with a Bachelor of Science in Applied Human Nutrition, and completed an integrated internship at Sysco-Serca Atlantic, Ocean View Manor and the IWK Grace Health Centre. Jennifer is a dietitian working as a territory manager for Nestlé HealthCare Nutrition in Nova Scotia and Newfoundland. She has worked with Nestle for over eight years. In her role, Jennifer participates in conferences and meets with a variety of healthcare professionals to discuss different forms of nutrition support offered by Nestle Nutrition.

REGISTRAR (2009-2011) - Lisa Slauenwhite

Lisa has been an NSDA member for two years. She completed a Bachelor of Science (Biology) at Dalhousie University prior to completing a Bachelor of Science in Home Economics (Food and Nutrition) at Mount Saint Vincent University. She completed her dietetic internship at Vancouver General Hospital and worked in long term care in British Columbia and Alberta for 18 years. Since moving back home to Nova Scotia to be closer to her family, Lisa has been self-employed and also works as the national workshop coordinator for the Dysphagia Assessment and Treatment Network. In addition to her position as registrar for NSDA, she is currently the Atlantic Canada rep for DAT-N and is a member of CAFP Halifax branch.

SECRETARY (2009-2011) - Heather Dillon

Heather currently works as an educator delivering nutrition programs in the community. Her extensive background includes experience as a food service director, clinical manager, clinical dietitian, and intern preceptor. She has served three terms on the NSDA board including Western Region and Cape Breton Region, and is presently serving as secretary. She has been affiliated with the Healthy Henri Restaurant Program and the liaison committee for the St. FX internship program.

TREASURER (2010-2012) - Deborah Everett

Deborah is the manager of central distribution for Food & Nutrition Services at Capital Health. She is a graduate of Mount Saint Vincent University, Bachelor of Science (Human Ecology) and completed her internship at The Moncton Hospital. Deborah also has an MBA from Heriot-Watt University, Edinburgh Business School. Deborah has practiced in clinical and administrative roles, the public and private sector, has had multi-department management experience, as well as a brief stint outside of dietetics in a construction liaison role. Deborah has worked with NSDA previously as the registration coordinator.

MEMBER AT LARGE (2009-2011) - Lisa Sutherland

Lisa Sutherland is a member at large with the NSDA board. Lisa is currently team lead of the **East Dartmouth Community Health Team (Capital Health District)**. **Lisa's professional experience** is diverse. She has practiced in acute care (both inpatients and outpatients) in two health districts, not for profit, management, long term care and public health. Lisa completed an undergraduate degree in dietetics at Mount Saint Vincent University and internship at the Health Sciences Center, Newfoundland.

MEMBER AT LARGE (2009-2011) - Cathy Lockerbie-Forrester

Cathy is currently a member at large on the Board and has held various board positions since **1996**. **She has also been NSDA's registration coordinator**. **Cathy is dietitian manager of Support Services** at Annapolis Royal Nursing Home and has practiced in clinical, administration, acute, long-term care and private practice. She completed a Bachelor of Science Nutrition from St. FX University and dietetic internship at The Brantford General Hospital.

MEMBER AT LARGE (2009-2011) - Kimberly London

Kim is originally from Moncton, New Brunswick and started her career working in the community as a grocery store dietitian. She has recently moved to Pictou County to work in long term care, splitting her time between a special care home and an adult residential center. She has a Bachelor of Science (Psychology) from Mount Allison University and a Bachelor of Applied Human Nutrition from Mount Saint Vincent University.

MEMBER AT LARGE (2010-2012) - Shelley LeBlanc

Shelley has been a member of the NSDA since 2005. She is currently a member at large on the Board and is the chair of the Quality Assurance Committee. Shelley lives on Cape Breton Island, in Richmond County, and works in the Gasha Antigonish Strait Health Authority. **Shelley works as a clinical dietitian at Saint Martha's Regional Hospital and as a community dietitian through primary health care.** Her previous experience has been as a dietitian in the long term care sector in the areas of clinical nutrition, food service, and education. Shelley is a graduate of Acadia University (Bachelor of Science) and completed her post-grad internship through Capital District Health Authority, with emphasis at the IWK.

MEMBER AT LARGE (2010-2011) - Stacey Lake

Stacey brings a fresh perspective to the Board as a recent graduate from Mount Saint Vincent University. She completed a Bachelor of Science in Applied Human Nutrition and the integrated dietetic internship in 2009. Stacey is currently working toward a Masters in Applied Human Nutrition and practicing as a food service supervisor with Northwood. She also has clinical experience working in Lunenburg and Mohone Bay at Harbourview Haven and Mahone Nursing Home.

EXECUTIVE MANAGER (2007 - present) - Jennifer Garus

Jennifer Garus was appointed to the executive manager position in July 2007. In this role, she is responsible for managing the Association based on the Board's strategic plan and according to legislation and policy. Jennifer is currently a member of the Partnership for Dietetic Education and Practice (PDEP) working group to develop entry level competencies for the dietetic profession. Jennifer completed her dietetics degree at Mount Saint Vincent University and dietetic internship at the Moncton Hospital. Her professional experience has been diverse. Dear to her heart is her practice in rural Newfoundland where she had the opportunity to practice in a small hospital/long term care setting and promote health in the community and within the centre. Before moving home to Nova Scotia, she practiced in Ontario in private practice, homecare, telehealth, long-term care, and public health settings.